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14 September 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inverse Ranking

REFERENCES : A. Your multiple addressee Memorandum dated 21 August 1972, subject as above
B. Director of Finance Memorandum dated 15 November 1971, Subject: Personnel Ranking

1. This responds to your request in Reference A. and will supplement the information provided previously in Reference B. on the inverse ranking of SF Careerists.

2. As indicated in Reference B., the competitive evaluation procedures for the SF Career Service provide for the numerical inverse ranking of our careerists in grades GS-07 and above. We consider our Competitive Evaluation Lists (CEL) to be highly sensitive and access is limited to only the senior officers in my immediate office. To date, we have not made it a practice to specifically inform those individuals who are ranked lowest on each CEL of their relative standing, nor do we feel that we should do so.

3. I think it is generally recognized that the repeated ranking of an individual at or near the bottom of his CEL does not necessarily mean that the individual is not making a useful contribution to the Agency. While it is obvious that marginal or below-average performance would result in ranking at or near the bottom of a CEL, other factors (e.g., lack of flexibility, impending retirement, medical condition, etc.) also could be the basis for similar rankings.

4. While we do not formally counsel all Careerists who are at or near the bottom of our CELs, we do counsel those individuals where we believe that positive action on our part holds some promise. Such counseling includes recommendations for training (both internal and external) and discussion of such subject areas as possible reassignment, attitude, performance below known capabilities, etc. In addition to

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counseling as appropriate, we make every effort to identify those careerists who exhibit little or no interest in (or who have lost interest in) our type of work, who do not measure up to our standards, who would seem to be better suited for work in other disciplines, or who would appear to have reached a plateau at the middle grade level (or lower) with substantial working years remaining before retirement. In each such case we attempt to arrange a reassignment, persuade the individual to seek other employment which would hold more promise for job satisfaction and/or advancement, or take other action as appropriate. In a case where inadequate performance is involved, we have no reluctance to initiate separation action or, if the individual is eligible, to press for early retirement.

5. We believe that our present counseling program serves our purposes well. However, we will continue to remain alert to ways in which our current efforts and procedures can be improved.

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THOMAS D. FOLEY
Director of Finance

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